

Creating a Culture of Courageous Followers and Courageous Leaders

The Federal Consulting Group will sponsor a Coaches Community of Practice meeting on Friday, September 17, 2004, from 9:00 AM till Noon, with an extended discussion period from Noon – 1:00 PM. The meeting is by invitation only. Contact Lee Salmon at lee.salmon@ots.treas.gov if you wish to be invited.

Our guest presenter is Ira Chaleef who is both an executive coach and consultant. His bio is below.

The location will again be at FCG, 1700 G. St., NW, Washington, DC 20552 in the second floor amphitheatre. Please RSVP to lee.salmon@ots.treas.gov if you plan to attend. I will put you on our security list for access. Please let me know if you need directions.

Session Focus: Our national myths of rugged individualism produce a culture that insists we all can and should be leaders. But all leaders require followers. In large, complex organizations, leadership and followership can be thought of as quantum states: the same individual is simultaneously a leader and a follower and needs to move fluidly between these states.

How team members perform the role of follower can have as much influence on organization culture and operational outcomes as how they perform the role of leader. Yet little attention is paid to the attitudes, behaviors, skills, responsibilities and powers of the follower role. Coaches, change agents, and transformational leaders need to address the nature of the leader-follower and follower-leader relationship.

Ira Chaleff, author of the acclaimed book, *The Courageous Follower: Standing Up To and For Our Leaders*, will help us explore this topic at our next Coaches Community of Practice meeting on September 17. The organizing principle of his book is *courage*, because it takes much more courage than is commonly realized to openly and constructively stand up to the perceived and real power of hierarchical authority, as well as to create the conditions that encourage subordinates to do so.

The organizing principle of leader-follower relationships is *the common purpose*; in healthy learning organizations followers do not serve leaders, rather both leaders and followers serve the common purpose. Ira will help us examine how we can create the conditions within ourselves, and for those we coach, to follow or lead to *better support* leaders in their service to the common purpose and to more *effectively challenge* leaders' behaviors and policies when these threaten the common purpose.

As coaches, we can help our clients explore several critical aspects of taking a courageous stance to senior leadership: Confidence in self, strength of relationship with the leader, assessment of risks, and skills needed for a difficult conversation. I would like you to come prepared to share stories about how you helped your clients take a courageous stand. To enhance our learning, I'd like stories with both successful and unsuccessful outcomes.

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Bio of Ira Chaleff

- **Ira Chaleff** is the founder and president of **Executive Coaching & Consulting Associates**, a consortium of diverse and highly experienced management consultants and coaches who work with public and private sector managers and leadership teams.
- He is also a principal in the **Institute for Business Technology**, a worldwide provider of leading edge workload management training, conducting the Personal Efficiency Program, using its highly successful methodology of at-the-desk coaching and periodic follow-up.
- Ira is **Chairman of the Board** of the **Congressional Management Foundation**, a non-partisan organization providing organization development services to Members of Congress and their staffs.
- Prior to forming Executive Coaching & Consulting Associates and IBT US, Ira was **Executive Director** of the **Congressional Management Foundation**. In this capacity he has served as special assistant to over two dozen U.S. Senators and Representatives, analyzing their management styles, strategies, structures and processes.
- He has authored and edited several books and studies on management in political environments, including the original editions of **Setting Course: A Congressional Management Guide**, which has become the handbook for all newly elected Members of Congress.
- Ira has conducted democracy-strengthening programs for non-U.S. legislatures. His most recent work in this regard has been with the **Senate of Nigeria**.

- Ira's background in the public and private sectors informed his book, **The Courageous Follower: Standing Up To and For Our Leaders**, which has received wide critical acclaim. It is currently in its second edition and has been translated into several languages. .
- Ira holds a degree in Applied Behavioral Science. He has taught at **American University** in the Department of Government and is currently adjunct faculty at **Georgetown University's Center for Professional Development**.